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CENTRAL INTELLIGENCE AGENCY

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REPORT NO. **COUNTRY** Poland**DATE DISTR.** 27 May 1955**SUBJECT** Central Administration of Technical Services
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The Central Administration of Technical Services for Agriculture (Centralny Zarząd Technicznej Obsługi Rolnictwa-CZTOR) was created in 1947/1948 from the State Enterprise for Tractor and Agricultural Machines which was the first state enterprise in Poland responsible for the exploitation and repair of all tractors and heavy agriculture machines and was located in Łódź. In 1950, the CZTOR controlled about 300 repair workshops and several factories. During 1950-1953, the CZTOR underwent a series of reorganizations; most of the repair workshops were given up to the Central Administration of State Machine Centers (Centralny Zarząd Państwowych Ośrodków Maszynowych - GZPOM), and some were closed down. During this time also, the large TOR factory, The 15 December Agricultural Equipment Factory, in Poznań was taken over by the Central Administration of the Machine Industry. The functions of the CZTOR have been undergoing further changes since 1953, and it seems that it is becoming more of a strictly industrial enterprise in that it has reduced its activities in the repair and overhaul fields.

From 1952 to 1953, the central offices of the CZTOR were being gradually transferred out of Łódź. By November 1953, they were all located in Warsaw, some at 7 Starynkiewicza Place on the second floor of a large reconstructed five-story building, and others at 57 Aleje Jerozolimskie.

The CZTOR was one of the central establishments subordinated to the Ministry of Agriculture. It had powers equal to a department of the ministry; the following were its main tasks:

- a. General supervision of the technical efficiency of all technical establishments and repair workshops subordinated to the Ministry of Agriculture and the Ministry of State Farms. In fulfilling this task the CZTOR conducted inspections of all the workshops at the state machine centers and state farms. It

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decided what kind of repairs could be carried out in each workshop, what assortment of spare parts should be kept in stock, and appraised the technical personnel. Up to 1952, it was also responsible for the training of tractor drivers.

- b. Performing capital repairs on tractors, combines, engines for threshing machines, and steam tractor engines which could not be carried out in the workshops of state machine centers and state farms.
- c. Producing tractor and agricultural machine spare parts which could neither be imported nor produced by other factories in Poland.

4. In 1954, the organization of the CZTOR consisted of the following, but was still fluid (see organizational chart on page 7):

- a. The main office in Warsaw which employed about 150 administrative employees.
- b. Central Technical Bureau of TOR in Lodz.
- c. About 10 factories and mechanical enterprises (zakłady produkcyjne) which produced spare parts and which were divided into three categories:
 - (1) Mechanical establishments (zakłady mechaniczne)
 - (2) Foundries (odlewnie)
 - (3) Establishment which had both mechanical workshops and foundries (zakłady dwuwydzielowe).
- d. About 30 repair workshops (warsztaty remontowe) divided into two categories:
 - (1) Engine repair establishments (zakłady silnikowe).
 - (2) Chassis workshops (warsztaty podwoziowe)

- e. All the factories and repair workshops were small and employed a total of about 3,000 workers. Each of them was under an experienced engineer, had skilled mechanics, and employed about 100 people on the average. From the legal point of view, all the establishments were independent and operated on a quasi profit and loss system of economic accountability (na pełnym rozrachunku gospodarczym). They were located all over the country and not evenly distributed among the voivodships.

General Director Stachowiak (fnu) was in charge of the CZTOR. The following were directly subordinate to the general director and were located in the main office in Warsaw:

- a. Four sections: planning and statistics, chief accountant, organization of work and wages, and personnel.
- b. Three deputy directors:
 - (1) Chief engineer for production (główny inżynier ds. spraw produkcji).
 - (2) Chief engineer for repairs (główny inżynier ds. spraw remontu).
 - (3) Director for finance and administration (dyrektor finansowo-administracyjny).

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7. The Central Technical Bureau of the Technical Services for Agriculture (Centralne Biuro Techniczne Technicznej Obsługi Rolnictwa - CBTOR) in Lódź was organized in 1947/1948 as an engineering drawing office with two main tasks:
- To prepare technical drawings (rysunki robocze) of spare parts for tractors and agricultural machines of foreign production. These spare parts had to be produced in Poland because they were unobtainable abroad and were very badly needed for the maintenance of agricultural machines of foreign production still in use in Poland. The CBTOR's first big job was the preparation of technical drawings of all the spare parts for 11 types of tractors of American production. These tractors were received from UNRRA in the first years after World War II and most of them were ruined because of misuse by poorly trained tractor drivers. The drawings were produced gradually from 1948 to 1953. From these drawings, the factories produced spare parts for American tractors to the value of about 100,000,000 zlotys. Up to 1953, however, because Polish industry was not able to produce some vital spare parts with very high technical requirements such as magnetos and splined shafts, more than 80 per cent of the American tractors were in a state of disrepair; and up to 1954, about 40 per cent of the Polish produced spare parts for the American tractors were still stored in the Spare Parts Supply Agency in Szczepiérno (N 51-44, E 18-02) but were regarded as useless until the more vital spare parts were obtained.
 - To reproduce the technical blueprints for the production of spare parts for all types of agricultural machines which were still in use in Poland but which were no longer being produced anywhere. This was the main task of the CBTOR and a very difficult one since it needed relatively new machines or parts to use as a basis for its measurements. In many cases it was not only impossible to find new agricultural machines for this purpose but even difficult to find an older machine whose condition was still good enough to allow its being used as a model for spare parts. Moreover, one could never be sure that the machines had all the original spare parts. For this reason, it was very difficult to reconstruct the exact dimensions needed for production. The 1954 plan included a list of 6,000 types of required spare parts which had to be produced in Poland. Source stated that they had neither blueprints nor technical descriptions for about 50 per cent of these items and none of the casting models necessary for the production of these spare parts.
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- The main building was located in Lódź at 57 Nowotki Street in a large five-story building and had the main workshop in the backyard. In 1954, Ing. Kamiński (fnu) was in charge of the CBTOR and the technical director was Ing. Zagórski (fnu). The CBTOR employed about 250 engineers, draftsmen, and technicians in the office and about 30 skilled workers in the experimental workshop. There was also another workshop belonging to the CBTOR which was located at 75/77 Sienkiewicza Street and had garages for dismantling and storing agricultural machines.
9. Together, the two workshops of the CBTOR fulfilled the following functions:
- Dismantling agricultural machines and selecting the necessary spare parts for the designing bureau.
 - Producing prototypes of spare parts according to the blueprints and technical directives for production prepared by the designing bureau.
 - Installing the produced prototypes into agricultural machines and conducting mechanical tests before the final decisions were made as to whether the blueprints were suitable for mass production.

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0. The CBTOR worked on a quasi profit and loss system (na rozrachunku Gospodarczym.) Its income consisted of fees for the production of technical drawings and fees for expert analysis and opinions. The main customers of the CBTOR were the Central Agricultural Equipment Supply Office (CZR) and the establishments and workshops of the CZTOR. It also received orders from other state establishments, factories, and workshops, but agriculture had the priority. [] CBTOR was often unable to execute all orders received from the CZR. It should be added here that the CZR had to submit blueprints with its orders for spare parts even when the spare parts were to be produced by factories of the CZTOR. Since the CBTOR had to produce blueprints for all spare parts to be produced, and no spare parts could be produced without technical blueprints, the CBTOR was to some extent a bottleneck for the production of spare parts not only for the establishments and workshops of the CZTOR but also for all producers of spare parts.

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1. The main task of the factories and establishments under the CZTOR was to produce those spare parts for tractors and agricultural machines which were not produced by the key industries (heavy, light, and machine) and/or to supplement the production of these industries when they were unable to cope with the volume of orders. In 1953-1954, the establishments of the CZTOR were mainly engaged in the production of spare parts for the Ursus, a Polish tractor, and spare parts for prewar agricultural machines (mainly harvesting machines of German production). During this time it also initiated the production of spare parts for the Czech tractors, Zetor 25 and K25.

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Each factory produced a variety of spare parts and half-finished products according to the yearly and quarterly plans approved by the CZTOR and according to the orders received from the CZR which, as a customer, submitted 80 per cent of all orders. In addition to their regular production, the TOR factories also produced spare parts for the Ursus Factory and sometimes accepted orders from the textile industry, but this only happened when the CZR was behind schedule in sending the technical drawings and casting models for the ordered spare parts, and it was done only to keep the factories running and to defray expenses. In 1953, the CZTOR received orders from the CZR for about 50,000,000 zlotys worth of spare parts for the Ursus tractors and about 30,000,000 zlotys worth of spare parts for agricultural machines to be produced in 1954. The total value of spare parts planned to be produced by CZTOR establishments in 1954 was approximately 120,000,000 zlotys.

The quantity of production in TOR factories depended on the availability of machine tools. There was a shortage of lathes, [] 50X1

[] Among people concerned with the production and use of spare parts in Poland, the quality of TOR production was generally estimated as good for spare parts for Ursus tractors and only satisfactory for spare parts for other agricultural machines. Castings were not yet mastered. [] 50X1
about 50 per cent of all castings were usually rejected except in the Tszew factory where the rejects amounted to only about 20 per cent.

All tractor repairs were carried out according to a plan which distributed the orders for repairs among the workshops of the CZTOR, state machine centers, and state farms. The general plan for repairs for a year was worked out during the preceding summer in special conferences between the CZTOR, CZPOM, and the voivodship administrative branches of the state farms. The detailed plan of repairs for the coming year was worked out in the fall of each year by the workshops of the state machine centers, state farms, and the CZTOR and was based on the established capabilities for repairs possessed by these workshops. The

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task of the repair establishments of the CZTOR, for example, was to carry out capital repairs on agricultural tractors. The main repair season lasted from December to March of each year.

6. The engine repair workshops of TOR carried out capital repairs on tractor engines for either the actual user of the tractor or for a chassis repair workshop of TOR. In the first case the tractor engine was removed by the workshop of the user of the tractor, i.e., a state machine center or state farm and sent to the TOR workshop by rail; after repairs, it was returned to the customer where it was remounted. In cases where the entire tractor was to be overhauled, the machine was sent to the chassis workshop. The chassis repair establishment removed the engine and sent it to the engine repair workshop of TOR. After repairs, the engine was returned to the chassis repair workshop and remounted on its chassis which had been repaired in the meantime; then, the whole machine was returned to the customer by rail.
7. Both categories of TOR workshops were dispersed all over the country and did not cover the repairs for any one assigned area. There were more chassis repair workshops than engine repair workshops. The latter were well-equipped, had experienced personnel, and specialized in repairing one type of tractor. All TOR workshops were overloaded with orders for tractor repairs in winter and had little to do during the remaining seasons, especially during summer and fall. During the slow seasons, they shifted to the production and reconditioning of spare parts. 50X1
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the average, it was felt that they were doing a good job. The accounts for repairs were settled by banks. Up to the fall of 1954, the CZTOR did not have an established price list and the cost of each repair job was calculated for each machine.
8. Work norms, periodic inspections, and repair norms were fixed for every year by a special commission of the Ministry of Agriculture. 50X1
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the following norms were obligatory for 1953:
 - a. The yearly norm of work for an agricultural tractor was 1200 hours.
 - b. According to the plan, each tractor engine had to work for 1,500 hours after capital repairs. In practice, the tractors worked between 1,400 to 1,600 hours.
 - c. The following periodic inspections and repairs were enforced: 1st inspection after 200 hours and 2nd inspection and field repairs after 400 hours; carried out by mechanics of state machine centers and state farms. 3rd inspection and medium repairs after 600 hours; carried out, as a rule, by the mechanics of TOR who were sent to the customer. After the medium repairs, it was planned that the tractor should work for a further 600 hours. 4th inspection after 800 hours and 5th inspection and field repairs after 1,000 hours; carried out by the mechanics of state machine centers and state farms. Worn parts were also replaced during this period. 6th inspection and field or medium repairs after 1,200 hours; carried out by mechanics of state machine centers or state farms or TOR mechanics. 7th inspection and capital repairs after 1,500 hours; carried out by TOR workshops.
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the above norms of repairs for agricultural tractors were too high; in practice, the tractors had to be repaired more often and did not work the full numbers of hours planned. The planned life of an agricultural tractor was about 10 years of service. In addition to the above mentioned periodic inspections, representatives of the CZTOR carried out periodic spot field-inspections of tractors and agricultural machines at the state machine centers and state farms and in the workshops where the capital repairs were conducted. The workshops at the state farms and at the state machine centers had a tendency to do most of their repairs by themselves and to avoid the cost of transportation and repairs as well as the loss of time involved in sending the machines away to be repaired. This tendency was suppressed by the CZTOR because those small workshops did not have well-trained and experienced technicians and mechanics and lacked proper workshop equipment.

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[redacted] the state farms continually pressed for the development of their own central repair workshops to be controlled by the Ministry of State Farms. The initial draft of such a project was worked out at the State Economic Planning Commission (PKPG) in 1953 and will probably be realized in the near future. If this happens, the CZTOR will lose about 60 per cent of its repair jobs and will concentrate its activity mostly on the production of spare parts. Doing so, it will become an industrial enterprise which could not be subordinated to the Ministry of Agriculture but would more logically come under the Central Administration of Agricultural Machines Industry under the Ministry of Machine Industry.

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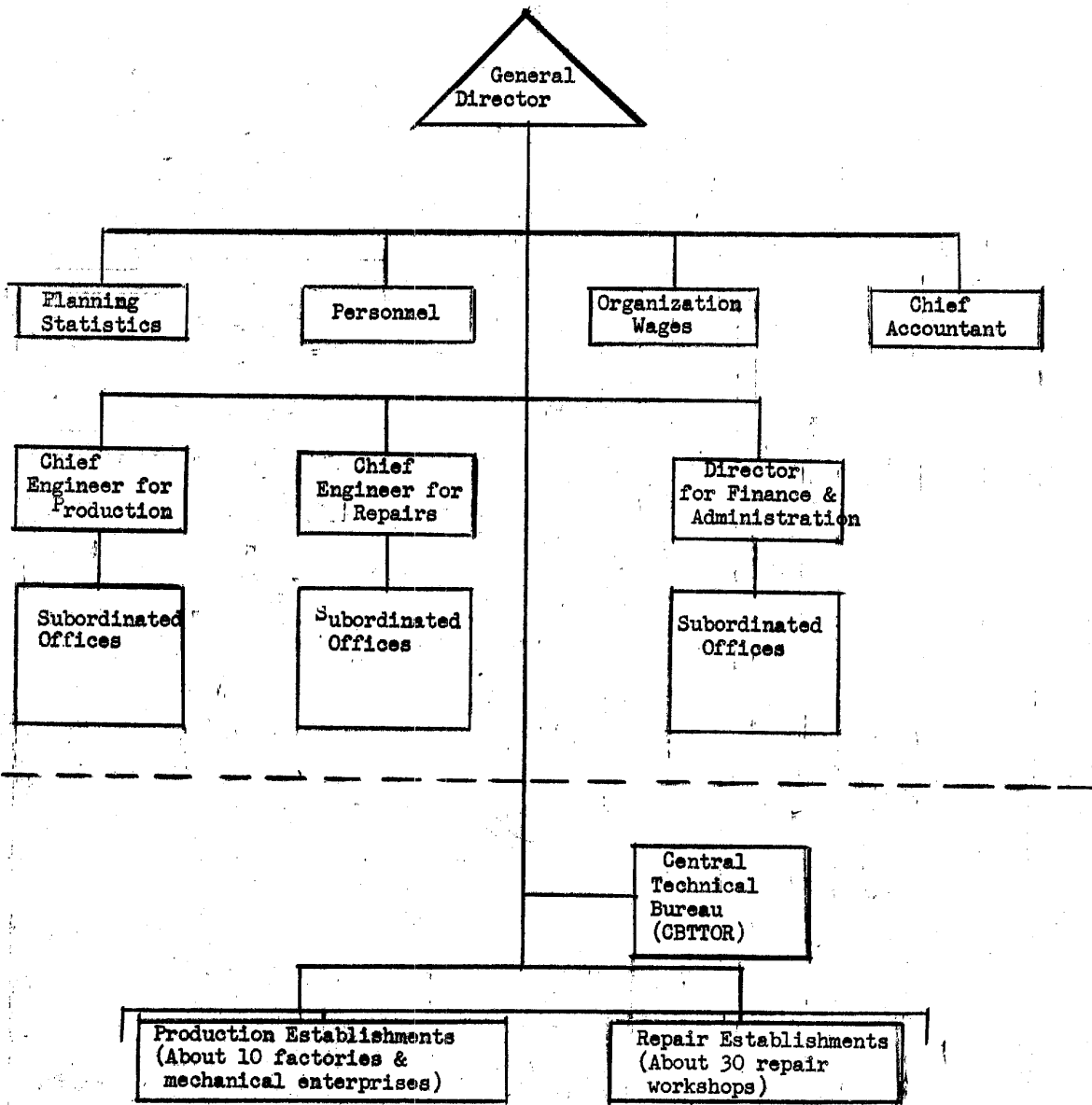
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Organizational Chart of the Central Administration of Technical
Services for Agriculture (CZTOR)



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